

# Government Paperwork Elimination Act (GPEA) 2001

Department of Defense  
Strategy Memo



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**Table of Contents**

1.0	Strategy for Implementing the Government Paperwork Elimination Act (GPEA)	4
	DoD E-Gov Strategic Vision.....	4
1.1	Government to Citizen (G2C) Transactions.....	6
1.1.1	Defense Commissary Agency (DeCA).....	6
1.1.2	OUSD Reserve Affairs (RA).....	6
1.1.3	The Defense Civilian Personnel Data System (DCPDS).....	6
1.1.4	“Accelerate Your Life” advertising campaign.....	7
1.1.5	NavyJobs.com web site.....	7
1.1.6	Air Force Link.....	7
1.1.7	Crossroads.....	7
1.2	Government to Business (G2B) Transactions.....	7
1.2.1	Defense Commissary Agency.....	7
1.2.2	Navy Electronic Commerce On-line (NECO).....	8
1.2.3	Virtual Bid Room (VBR).....	8
1.2.4	Air Force Way Computer Store.....	8
1.2.5	FedBizOpps (formally EPS).....	8
1.2.6	The Procurement Automation Project.....	9
1.2.7	Commercial Information Technology - Product Area Directorate (CIT-PAD).....	9
1.2.8	Web Invoicing System (WinS).....	9
1.2.9	Wide Area Work Flow-Receipts and Acceptance (WAWF-RA).....	9
1.2.10	The Agency portal strategy.....	10
1.2.11	IDE.....	10
1.3	Government-to-Government (G2G) transactions.....	10
1.3.1	Department of Defense Education Activity.....	10
1.3.2	Army Single Face to Industry (ASFI).....	10
1.3.3	Accession Policy.....	11
1.3.4	Automated Business Services System (ABSS).....	11
1.4	Internal.....	11
1.4.1	Electronic Signature Capability.....	12
1.4.2	Information Technology (IT) Accessibility.....	12
1.4.3	Smart Card/Common Access Card.....	12
1.4.4	ESGRnet.....	12
1.4.5	The Defense Personnel Records Imaging System (DPRIS).....	13
1.4.6	Joint Electronic Document Access (JEDA).....	13
1.4.7	Automated Purchase Card System (APCS).....	13
1.4.8	Army Knowledge Online (AKO).....	13
1.4.9	The E-Portal initiative.....	14
1.4.10	One Book.....	14
1.4.11	Electronic Document Management (EDM).....	14
1.4.12	Electronic Document Access (EDA).....	14

1.4.13	Wide Area Workflow (WAWF-RA).....	14
1.4.14	Employee/Member Self Service (E/MSS) .....	15
1.4.15	DoD Employee Benefits Information System (DoD-EBIS) .....	15
2.0	Enterprise Architecture .....	16
2.1	GIG Architecture.....	16
2.2	Customer Relationship Management (CRM).....	16
2.2.1	Washington Headquarters Service .....	17
2.2.2	Under Secretary of Defense, Personnel & Readiness (USD(P&R)).....	17
2.3	Supply Chain Management (SCM).....	18
2.3.1	Supply Chain Operations Reference Model.....	18
2.3.2	Logistics Architecture .....	18
2.3.3	Department of the Air Force .....	19
2.4	Enterprise Information Management .....	20
3.0	Using Information Technology (IT) and Online Processes to Unify and Simplify Transactions .....	22
4.0	Ensuring the Most Beneficial Projects are Prioritized for Implementation.....	23
4.1.1	Under Secretary of Defense, Personnel & Readiness (USD(P&R)).....	23
4.2	Net Benefit .....	23
4.2.1	Under Secretary of Defense, Personnel & Readiness (USD(P&R)).....	24
4.2.2	Defense Logistics Agency.....	24
4.3	Non-practicable Initiatives .....	24
4.4	Cross-Cutting Barriers to Implementation.....	25
5.0	Project Schedules .....	27
	Department of Defense GPEA Point of Contact.....	27

## **Department of Defense**

### **1.0 Strategy for Implementing the Government Paperwork Elimination Act (GPEA)**

The Department of Defense has, for many years, been in the forefront in applying Electronic Business (EB) principles to the major business processes of the Department. From the early days of electronic commerce and electronic data interchange standards to the current efforts under E-Government to improve our financial management systems and introduce paperless contracting, DoD has cultivated and executed a “world-class” EB program. These efforts continue today under the current administration.

One of Secretary Rumsfeld’s top priorities requires transformation of Defense business processes. The Department's senior leadership recognizes that continuing "business as usual" within the Department is not a viable option given the new strategic era and the internal and external challenges facing the U.S. military. E-Government is being counted upon to provide the enabling tools and technologies for this unprecedented transformation effort.

To provide execution direction and oversight the Department has put in place a comprehensive governance framework to provide leadership in addressing E-Gov and related GPEA and Electronic Business (EB) initiatives.

The DoD CIO has been assigned the responsibilities to serve as the Secretary’s Principal Staff Assistant (PSA) for Electronic Business and has established EB policies, roles and responsibilities in DoD Directive 8190.2, the DoD EB/EC Program. A DoD EB/EC Strategic Plan has been published that sets forth the Department’s EB vision, goals and strategies:

#### **DoD E-Gov Strategic Vision**

“By 2010, an enterprise-wide electronic environment will exist where best business practices and enabling technologies are used to facilitate the most efficient exchange of the full range of business information resulting in streamlined and rapid response to the warfighter and supporting Defense missions.”

##### DoD E-Gov Goals:

- Achieve global flexibility, increased productivity, and a dynamic work environment through the application of e-Business solutions.
- Achieve efficient and effective response to changing environments by the rapid introduction of business process improvements or reengineering and the exploitation of e-Business technologies
- Achieve cultural changes and shifts from current business practices through guidance and the attainment of necessary skills for implementation of e-Business.

To fully comply with GPEA and further implement electronic government practices, the Office of the Secretary of Defense (OSD) ensures DoD services and agencies are aware of their requirement to comply with Public Laws such as the Privacy Act, the Government Paperwork

Reduction Act, e-invoicing, and the Government Paperwork Elimination Act (GPEA). Emphasis is placed on the requirement to comply with GPEA as services and agencies reengineer their business processes to meet the challenges of a new millennium and harness the power of value adding technology.

Oversight of EB program initiatives is executed through a senior oversight body, the EB Board of Directors, comprised of membership from the key organizations within DoD. To provide further emphasis, each Military Department and many Defense Agencies have established EB offices or focal points to concentrate on EB and obtain the resultant process transformations.

DoD services and agencies are moving toward GPEA compliance through a strategy of centralized policy with decentralized execution. The Department's Electronic Business (eBusiness) Transformation activity has been underway for several years and significant progress has been made in GPEA compliance. Focus areas of these activities include portal technologies, electronic data interchange (EDI), enterprise architecture, data management, common access card (CAC), public key infrastructure (PKI), web-enablement, and Supply Chain Management (SCM). Our progress in the implementation of GPEA is transforming the DoD from costly and inefficient paper and labor-intensive processes to eBusiness-enabled solutions. The result is significant business process improvements with substantial efficiencies and improved accessibility and service. DoD is making the transition to electronic government as part of the government-wide efforts in the President's Management Agenda.

Yet, while the Department of Defense has been proactive in a number of areas leading to paperwork reduction and elimination, it faces the dual challenges of accessibility versus security in the implementation of most of these capabilities. As we attempt to implement web-based capabilities, we must ensure that we do not increase the opportunity for fraud or attack, and that we ensure the security of personal information. In spite of these challenges, DoD has made significant progress in moving forward with a number of initiatives, such as the use of common data elements. The elimination of redundant data capture, forms and other paperwork is a critical component to implementing the Government Paperwork Elimination Act (GPEA).

The Department has a broad base of initiatives related to E-Gov and the following subsections of our Strategy present selected examples. Later this winter, the Department expects to release an E-Gov document addressing further DoD E-Gov related activities and initiatives.

## **1.1 Government to Citizen (G2C) Transactions**

In its efforts to comply with GPEA and implement electronic government, DoD is making the transformation to simplified business processes that are citizen-centered and facilitate faster, cheaper, and more efficient operations. DoD G2C transactions are not like many other Executive Agencies because they primarily center around our military forces to include the Reserves and National Guard and their associated dependents. Additionally, DoD serves civilian citizens, including individuals and households. The following are examples of G2C transactions provided by DoD services and agencies that are already in place or are undergoing implementation:

### *1.1.1 Defense Commissary Agency (DeCA)*

The DeCA customers are military beneficiaries who have commissary privileges. The DeCA Intranet is used for publication of directives, forms and handbooks and provides an important interface to patrons. The DeCA Internet Web page is an important interface to patrons with such features as the Savings Aisle, Best Value Items and promotions.

### *1.1.2 OUSD Reserve Affairs (RA)*

Reserve Affairs has greatly increased the amount of assistance information available for download by the public. Of particular importance are documents now available on RA's web site. These items include The Family Readiness Toolkit, Family Readiness Online Calendar, and the Guide to Reserve Family Member Benefits Handbook.

### *1.1.3 The Defense Civilian Personnel Data System (DCPDS)*

The DCPDS is substantially reducing the amount of paperwork generated in the administration of civilian employees of the Department of Defense. The system places an automated human resources system at the desktop of supervisors and managers. Personnel actions, training documentation, position descriptions, and other personnel documents are created, forwarded, coordinated, processed, and finalized in an electronic medium, including the application of digital signatures. Supervisors and managers are able to access the system at any time from their desktop application to review employee information, initiate or check the status of actions, and to extract and review a variety of reports. DCPDS also includes an automated staffing program that supports the receipt and evaluation of electronic resumes. Through the DCPDS, civilian positions are established, classified, announced, and filled in a totally paperless environment. The self service functions of DCPDS and the Defense Integrated Military Human Resources System (DIMHRS) will be an innovative, automated system that puts a Department of Defense Military Member, Civilian Employee, Military Retiree or Annuitant in control of processing certain discretionary personnel and pay data items without using paper forms. Pay and leave statements will be retrieved using the self-service system.

#### 1.1.4 *“Accelerate Your Life” advertising campaign*

This initiative is designed to accelerate the recruiting prospect’s decision-making process. An interactive web-based application named the “Life Accelerator” is used to help prospective Sailors build a personal profile, also known as a “Life Map.” This life map is used to identify the prospect’s interests and objectives, and help him or her make a personal enlistment decision.

#### 1.1.5 *NavyJobs.com web site*

A powerful web-based recruiting tool that has approximately doubled its productivity in generating leads and enlistment contracts in one year. As of 5/29/01, Navyjobs.com has produced 89,928 recruiting leads for the fiscal year compared to 45,457 at the same point last year. Enlistment contracts resulting from NavyJobs.com are 3,949 this fiscal year versus 2,381 at the same point last year. The Navy expects even better results from the newly redesigned site. By using media and technology, the Navy has the opportunity to provide more—and more realistic—information to potential recruits, thus enabling people to make an informed choice about joining the Navy.

#### 1.1.6 *Air Force Link*

Air Force Link, the official homepage of the U.S. Air Force, is co-produced by the Secretary of the Air Force Office of Public Affairs and Air Force News Service (AFNEWS). It offers almost all AFNEWS Internal Information products, including print products, audio files, and eventually video news releases.

#### 1.1.7 *Crossroads*

Crossroads is the official community website of the Air Force. It provides a one-stop location for Air Force, Army, Coast Guard, Marine Corps, Navy, reserve and national members/families to access on/off base information worldwide.

### **1.2 Government to Business (G2B) Transactions**

In addition to streamlining business processes with citizens, the DoD is making every effort to improve its communications, processes, and transactions with our business partners. G2B has been a continuing area of emphasis within DoD and has produced significant results to date. The following are examples of G2B transactions provided by DoD services and agencies that are already being utilized or under development:

#### 1.2.1 *Defense Commissary Agency*

The Defense Commissary Agency (DeCA) has implemented a number of processes in its Government to Business transactions that have resulted in operational efficiencies and the elimination of hardcopy requirements. Electronic Data Interchange (EDI) provides for electronic purchase orders, invoices and vendor pricing and advanced shipping notices for the receiving

process. We also have a web-based pricing system for small vendors and pay most of the vendors through electronic funds transfer (EFT).

### *1.2.2 Navy Electronic Commerce On-line (NECO)*

NECO provides sites with the capability to post solicitations and awards on the World Wide Web or to send them via electronic data interchange (EDI) transactions. NECO works with the Standard Procurement System (SPS), the Integrated Technical Item Management and Procurement (ITIMP) system, or manual uploads. The Navy, through NECO, is the first service or DoD agency doing EDI with SPS. Most important, NECO forwards metadata, or index information, for the Navy to [www.DoDBusOpps.com](http://www.DoDBusOpps.com), the DoD's single point of entry for vendors, which further forwards the data to [www.FedBizOpps.gov](http://www.FedBizOpps.gov), the federal government's single point of entry for vendors. Through August 2000, the dollar amount of awards passed through NECO was over \$2.39 billion.

### *1.2.3 Virtual Bid Room (VBR)*

Completing the paperless contracting solution, the Virtual Bid Room provides for those contracting actions not already covered by NECO. Working in concert with NECO, VBR enables those solicitations with drawings to be accessed electronically by email or EDI. The majority of these actions are service, long-term, or Performance Based Logistics (PBL) contracts. With VBR, vendors have instant access to Navy Inventory Control Point solicitations and amendments as soon as they are posted. Solicitations can be downloaded to personal computers, and proposals can be submitted directly to a secure Navy owned server. No outside agents have access to these proposals.

### *1.2.4 Air Force Way Computer Store*

A web-based, paper-free sourcing model designed to introduce continuous vendor competition and efficient access to Information Technology products for purchase by Government purchase cardholders. AFWAY allows customers to select and configure a requirement solution from a list of technical architecture compliant technologies. The system then queries computer channels and displays multiple partners' solutions on a single display page ranked by cost and technology capacity. This allows the customer to see multiple partners' solutions in a side-by-side comparison in order to make a best value selection. The system accepts the customer's selection and routes it to the selected approval authorities.

### *1.2.5 FedBizOpps (formally EPS)*

The AF is using General Services Administration's Electronic Posting System (EPS), a government off-the-shelf product as a central web location for contract solicitations. EPS allows vendors to easily search AF-wide requirements, expanding the potential vendor base, and works in concert with the Defense eBusiness Program Office (formerly Joint Electronic Commerce Program Office (JECPO) DoD Business Opportunities (BusOpps) page (the DoD single entry point for DoD requirements). EPS will reduce the Air Force's overhead costs by eliminating



redundant systems at Air Force bases worldwide. By using EPS, the Air Force expects to realize cost avoidance in the area of printing/copying, mail distribution/preparation and postage/mailing.

#### *1.2.6 The Procurement Automation Project*

The Procurement Automation Project is an Electronic Systems Center (ESC) initiative designed to achieve efficient and economical contract transaction management. This ESC initiative enables competing company data to be presented in an even and unbiased manner to System Program Office (SPO) contracting officers. The Procurement Automation Project uses an XML DTD for document markup to allow each Information Technology Services Program (ITSP) contractor the ability to represent their company and team members' qualifications and skills on an even playing field to be considered for General Services Administration (GSA) Federal Supply Schedule (FSS) Blanket Purchase Agreement orders.

#### *1.2.7 Commercial Information Technology - Product Area Directorate (CIT-PAD)*

CIT-PAD uses a Business Strategy that leverages Air Force buying power (volume) across a small number of top-rated companies, to provide quality products at great prices and value. The CIT-PAD web site provides the capability to support and manage multiple vendors and programs with a single business process. Using the power of the web browser, CIT-PAD provides thousands of Air Force and DoD users with clear and concise information on the contracts that we manage. CIT-PAD is the Air Force's preferred provider of IT hardware and software products and services, conducting \$100+M in yearly sales in IT products and services via its web site (and links to its vendors' sites). The site provides information on 33 different contract vehicles across nine different programs with the total contract values summed to over nine billion dollars. It offers links to 8 of the vendors for on-line ordering sites via the IMPAC card. In addition, two sites have electronically modeled the entire delivery order process from selecting the product to mailing the D.O. to the vendor. New purchasers (IMPAC users) to the web site are provided comprehensive information needed to make an informed information technology product purchase without requiring outside investigation.

#### *1.2.8 Web Invoicing System (WinS)*

The Web Invoicing System enables the paper-based vendors to send invoices electronically with little or no cost. Vendors enter their invoices into templates on a Defense Finance and Accounting Service (DFAS) owned Web server that processes and routes the invoices to the appropriate payment system. The vendor gains all the benefits of submitting their invoices electronically but eliminates the development and operational costs associated with Electronic Data Interchange (EDI).

#### *1.2.9 Wide Area Work Flow-Receipts and Acceptance (WAWF-RA)*

Defense Contract Management Agency will be fielding Wide-Area WorkFlow Receipt & Acceptance (WAWF-RA) this fiscal year. WAWF-RA allows vendors to submit invoices (including financing payments) and receive reports electronically. WAWF-RA is a combined

Paperless Contracting Implementation Planning Team/DFAS effort. When coupled with Electronic Data Access (EDA), WAWF-RA gives DFAS the complete file with which to marry-up the contract and modifications, the invoice(s), and the receipt/acceptance documentation. Data entry errors are reduced through automatic field population and EFT payments are expedited. WAWF replaces a number of paper forms previously used to conduct business transactions.

#### *1.2.10 The Agency portal strategy*

The Agency portal strategy directs all who effect transactions with DLA to do so in a role-based environment that by its nature defines relationships between the Government and our business partners. Operational web based and planned systems, such as the Business Systems Modernization (BSM) initiative now in testing, will have a full compliment of security and electronic signature protections in development in accordance with the Act. In addition, the Integrated Data Environment (IDE) initiative targets increased discipline in logistics transactions, especially those in the G2B arena. All of these resources are to be accessible through the single point of customer entry of the E-Portal.

#### *1.2.11 IDE*

IDE is an environment that will enable the extended DoD Logistics Enterprise to execute eBusiness practices, processes, applications, transaction routing/processing, direct data legacy access, and decision support tools. This shared capability includes architecture and business rules; process and information exchange services; and reference data and or repositories. The development of an IDE will provide the community with an opportunity to explore data sharing and institute business process reengineering on a joint level, across supply chains, and provide a level of support to DLA customers and to the warfighter never before available.

### **1.3 Government-to-Government (G2G) transactions**

To demonstrate the value of transforming to electronic government, DoD services and agencies are utilizing numerous G2G transactions to streamline their transactions with other governments. The following initiatives are examples of current or planned DoD G2G processes:

#### *1.3.1 Department of Defense Education Activity*

The DoD Education Activity will be using electronic transactions to streamline its business process of ensuring that both equal opportunity and employment and salary practices applicable to teachers and teaching positions overseas are in compliance with Federal laws. The information collected from DS Forms 5010, 5011, 5012, and 5013 is used to verify experience, employment history, personal and profession traits, and suitability for employment.

#### *1.3.2 Army Single Face to Industry (ASFI)*

The Army has created an Army Single Face to Industry Acquisition Website that (ASFI) serves as the center piece in supporting both government and industry business & vendors needs (see <http://acqnet.saalt.army.mil/>). This Web site was established by the Assistant Secretary of

the Army for Acquisition, Logistics and Technology, ASA (AL&T), as part of their Web-based strategy. This strategy includes: conducting electronic commerce on the Internet (i.e. planned portal called the Army Mart site which will assist the acquisition community in enabling online procurement); allowing remote site processing; integration of workflow into the procurement process; and definition of retail logistics interface requirements. This Web site will expand as phased implementation is achieved.

### *1.3.3 Accession Policy*

Under Title 10USC 505, 3253, 5013, and 8253, applicants are required to meet minimum and maximum age and citizenship requirements for enlistment into the Armed Forces (including the Coast Guard). If an applicant is unable to provide a birth certificate, the recruiter will forward a DD Form 372, 'Request for Verification of Birth,' to a state or local agency requesting verification of the applicant's birth date. This verification of birth ensures that the applicant does not fall outside the age limitations, and that the applicant's place of birth supports the citizenship status claimed by the applicant. Although the DD Form 372 is available electronically, due to lack of computer technology in some recruiting stations, the form will need to be reproduced and manually completed by the recruiter and the applicant. Processing the form as required by the GPEA is not economically feasible until DoD develops policies and procedures for connectivity to state and local governments.

### *1.3.4 Automated Business Services System (ABSS)*

ABSS is an AF standard financial management system that is deployed throughout the active Air Force and AFRC. ABSS automates the creation of financial documents (e.g. Purchase Requests, Military Interdepartmental Purchase Requests (MIPRs), etc.) and electronically routes those documents through the approval process. It provides electronic interfaces to the Air Force standard accounting systems, as well as the Air Force contracting systems, to cut down on the occurrence of data input errors. The goal of ABSS is to eliminate unmatched disbursements and Negative Unliquidated Obligations (NULOs). The system provides the following features: electronic forms generation; commitment, obligation, receipt; user-specific pick screens/lists for funding and technical information; data element validation throughout the document coordination and approval cycle; on-line electronic funds authentication, Windows graphical user interface (GUI) with consistent and standardized "look and feel"; and electronic authentication.

## **1.4 Internal**

In addition to better serving customers and business partners, DoD is utilizing GPEA initiatives to improve the internal flow of business processes to federal agencies. The following examples address Internal transactions within DoD services and agencies that are planned for implementation or are currently in place:

Washington Headquarters Service (WHS) continues to improve and build on its efforts to implement GPEA within the Department of Defense. As an integral part of WHS, the Directorate for Information Operations and Reports (DIOR) provides operational support and

administration of the DoD Forms Management Program. As such, DIOR manages the inventory, design, and electronic repository of all Department of Defense (DD) and Secretary of Defense (SD) Forms. Approximately 900 of these forms are available electronically on the DIOR web site and are available to the public. Additional forms will be made available in electronic format on a priority basis as requested by DoD customers and members of the public.

Several forms initiatives contribute to the management of the DoD Forms Program and enhance the quality and service to the Department's internal customers and members of the public.

#### *1.4.1 Electronic Signature Capability*

To date, there are over 500 fillable Adobe Acrobat forms on the DIOR web site that provide electronic signature capability. The feature will allow end users to choose which type of electronic signature capability they prefer to use. Currently the Forms Manager is coordinating efforts with technical support to design, develop, test, and implement a prototype digital signature handler that integrates the Adobe Acrobat fillable forms with the DoD Public Key Infrastructure (PKI) and the General Services Administration's Access Certificates for Electronic Signatures (ACES). This initiative is scheduled for completion in March 2002.

#### *1.4.2 Information Technology (IT) Accessibility*

Currently there are over 300 forms on the DIOR web site that are IT accessible. The Forms Management Program is enhancing the fillable Adobe Acrobat forms to meet the accessibility guidelines required by Section 508 of the Rehabilitation Act, as amended. This initiative will enable persons with disabilities, who use "text to speech" readers, to hear, fill in, and print electronic forms. This enhancement should be completed by May 2002.

Other DoD Internal initiatives include the following:

#### *1.4.3 Smart Card/Common Access Card*

In November 1999, DoD committed to using the Smart Card for our Common Access Card to carry PKI tokens, which serve as identification certifications, for DoD employees to greatly expand the ability to accept digital signatures and access computer systems.

#### *1.4.4 ESGRnet*

The Employer Support of the Guard and Reserve (ESGR) has implemented an e-government project that provides a web-portal for ESGR volunteers in 54 states and territories to input member-related data. ESGRnet provides for secure transactions and replaces a previous requirement to conduct to provide congressionally mandated annual surveys.

#### 1.4.5 *The Defense Personnel Records Imaging System (DPRIS)*

DoD has a strong inter-agency program with the Department of Veteran's Affairs, National Personnel Records Center and other agencies. The DPRIS is another major initiative of the personnel community. This capability allows for automated access to records that have been digitized by the individual Services but in the past have only been available through manual intervention. This fully automates a process that has been administered through the use of paper forms and letters for queries, paper or microfiche copies for response, and paper correspondence in carrying out information requests and exchanges. We have worked with the Department of Veterans Affairs to ensure that they can use DPRIS to access records on line. DPRIS initial operating capability has been established between the Bureau of Naval Personnel and the Department of Veterans Affairs. We are also evaluating the applicability of this system for use by the Department of Labor and the National Personnel Records Center.

The Air Force has improved internal efficiencies and transactions within the Federal government through the use of the Air Force Portal, Air Force link, FirstGov, the Joint Ammunition Management Standard System, the Joint Electronic Document Access, LeaveWeb and Automated Purchase Card System

#### 1.4.6 *Joint Electronic Document Access (JEDA)*

JEDA is a joint Navy/Marine Corps/AF initiative. It is a web based front-end to EDA, which allows contract attachments such as statements of work, drawings, and specifications not permitted by EDA. JEDA also allows for internal paperless distribution of all Air Force contract recipients. Benefits include cost avoidance in postage, time, and effort associated with manual distribution of paper-based contracts.

#### 1.4.7 *Automated Purchase Card System (APCS)*

The APCS electronically imports the statement billing file from the U.S. Bank and produces purchase card transactions that are used for reporting, billing, payment, validation, electronic funds transfer, and reconciliation. Once the purchase card transaction validation is complete, APCS creates a payment voucher for certification and an electronic payment authorization file for Electronic Funds Transfer (EFT) payment to the bank.

#### 1.4.8 *Army Knowledge Online (AKO)*

Army Knowledge Online (AKO) is the Army portal/gateway to the Army's corporate knowledge and is accessible from any Internet connection. It provides access to numerous information sources, services, and applications, both within and outside the Army. The AKO vision is to transform the Army into an intellectual agile force that organizes and shares knowledge to be strategically responsive and dominant at every point on the spectrum of operations. It provides an initial entry point within the Army for information, data management systems, and other services relevant to functional communities of interest. With AKO you can:

- gather information relevant to you into a single source
- communicate directly with other members of the Army community

- download files posted in community Document Centers
- cull news and headlines from multiple sources

#### 1.4.9 *The E-Portal initiative*

The E-Portal initiative will create a robust intra-Agency component that offers significantly improved efficiencies. By providing a single point of entry into the vast knowledge and personnel resources available to the public/customers within the Agency, both customers and DLA employees have immediate and complete access to information. Transactions within the federal Government adhere to the requirements of verification and establishment of roles for all who access through the E-Portal.

#### 1.4.10 *One Book*

DLA employees may access DLA business processes online. The development of a web-based DLA One Book is a key component of the Agency's drive toward addressing and improving internal efficiencies (and effectiveness). The DLA One Book is being developed to document the Agency's core processes and place efficiency and effectiveness measures against them. The Agency is also developing a strategy to bring about process improvement. The processes documented in the One Book will then be assessed using the improvement methodology and actions will be recommended to improve the processes using industry best practices.

#### 1.4.11 *Electronic Document Management (EDM)*

EDM provides users with on-line access to financial documents and information, resolves the management of large volumes of hard copy documents, ensures the consistent implementation of business practices throughout DFAS, improves customer service and reduces operating costs. EDM technology involves the collective application of three tools: imaging, electronic foldering, and workflow. Together, these tools automate the presentation of material by integrating business applications and standardizing business processes. EDM eliminates the paper and allows the data to be accessible to multiple users.

#### 1.4.12 *Electronic Document Access (EDA)*

EDA uses Internet and World Wide Web technology to share documents across the Department. The DFAS led the implementation of an Intranet application that assures DoD-wide, on-line access to contracts and other documents stored at remote locations. EDA offers read only access to official contracts and modifications, vouchers, Government Bills of Lading and accounting and finance documents in a common file format that eliminates the need for DoD users to maintain hard copy files.

#### 1.4.13 *Wide Area Workflow (WAWF-RA)*

In addition to improving government to business transactions, WAWF-RA improves internal business processes by enabling electronic routing of receipt /acceptance documents for

approval and payment purposes. WAWF-RA supports DoD efforts to reduce unmatched disbursements in the DoD receipt, acceptance, entitlement, and payment process through sharing data and electronic documents. WAWF-RA provides a technical approach for integrating and applying EDM, EDA, and EDI solutions with web interactive forms in a prototype business solution. The goal is to enable authorized Defense contractors and DoD personnel to access the documents required for a payment action in a "paperless" environment by creating a virtual contract payment folder. This eliminates the need for approximately 1 million paper transactions per year.

#### *1.4.14 Employee/Member Self Service (E/MSS)*

The E/MSS system allows DoD military and civilian employees to access their pay records and update certain payroll information directly, without having to fill out any paper forms. Active and reserve military members, all DoD civilian employees, military retirees and annuitants can use (E/MSS). Access to the system is available via the Internet or through an Interactive Voice Response System (IVRS) using a touch-tone phone. E/MSS also allows civilian employees to view and print their leave and earnings statement (LES) online. E/MSS also allows the customer to turn off the mailed hardcopy LES.

#### *1.4.15 DoD Employee Benefits Information System (DoD-EBIS)*

DoD-EBIS is a web-based application that provides general and personal information about your benefits as a Federal employee. The transaction features allow users to better manage their Federal Employees Health Benefits (FEHB), Federal Employees Group Life Insurance (FEGLI), and Thrift Savings Plan (TSP). The DoD-EBIS website also contains basic and personal benefits information.

## **2.0 Enterprise Architecture**

The Department of Defense has developed Version 1.0 of its enterprise level architecture, the Global Information Grid (GIG) Architecture. As future GPEA based and E-Gov applications and initiatives are developed, they will be brought under the constructs of the GIG Architecture.

The GIG Architecture was developed in response to congressional direction (Clinger-Cohen Act) and the four operational concepts articulated in *Joint Vision 2010*. The architecture is intended to provide the joint warfighter with a single, end-to-end information system capability that includes a secure network environment, allowing DoD users to access shared data and applications, regardless of location and supported by a robust network/information-centric infrastructure.

### **2.1 GIG Architecture**

The GIG Architecture (v1.0) is a single architecture with three views. During development of the GIG Architecture, scenario-specific Operational Architecture (OA) and System Architecture (SA) Views were built by integrating existing architecture products. The Technical Architecture (TA) View for the GIG Architecture is the Joint Technical Architecture (JTA).

The GIG Architecture (v1.0) was developed in the context of a scenario focusing on joint task force (JTF) operations, defining the activities and associated information exchange requirements and the necessary system support capabilities. In addition, the GIG Architecture addresses the activities, related information exchanges, and system capabilities of selected Principal Staff Assistants (PSAs), to include logistics, health affairs, finance, personnel & readiness, and intelligence.

The development of GIG Architecture (v1.0) leveraged architecture work already completed and in progress, and was organized into three interrelated track activities. These activities include the Joint Operational Architecture (JOA); Combat Support and Business Area Architectures; and Communications and Computing System Architecture. Version 2.0 is under development by the DoD CIO.

### **2.2 Customer Relationship Management (CRM)**

To accomplish CRM, DoD as an enterprise will bring automation and technology to every place it encounters customers, including on-line transactions, the Internet, and call centers. Customer Relationship Management (CRM) is a process used by DoD to better serve its customers proactively. The process includes gathering customer data and transforming it into information that can be used to discover customer needs that may not be apparent at the transaction level. As seen in this year's GPEA database, many of the DoD services and agencies conduct surveys of their customers to gather information about them. Other DoD CRM efforts include single point of entry access, such as DefenseLink. DoD customers with .mil addresses



(including citizens, business, governments and internal agencies) can find DoD-related news, links and reports at this site targeted for DoD customers. DoD is improving its communications, access for customers, business processes and the methods it utilizes for transacting business by matching or tailoring DoD services and transactions to the needs of its customers.

Because CRM includes improved accessibility, following guidance established by Congress in 1998, DoD has taken measures to ensure that when it develops, procures, maintains, or uses electronic and information technology, individuals with disabilities have access to and use of information and data that is comparable to the access and use by other individuals without disabilities. Under Section 508 (29 U.S.C. ‘ 794d), agencies must give disabled employees and members of the public access to information that is comparable to the access available to others. DoD is demonstrating effective CRM by ensuring all of its customers have access to paperless information, processes, and programs, and DoD is dedicated to advance technology for all - including those with disabilities. The DoD CIO believes that both DoD and society benefits when people are as productive as they can be. In addition, accessible technology will also allow talented individuals to remain in the DoD workforce despite their disabilities. This entire effort will require a transformation of DoD CRM programs.

The transformation to an electronic government makes CRM an essential tool that enhances data collection capability and also increases the capabilities and tools available for conducting transactions. The DoD Customer Relationship Management (CRM) strategy will improve the standardization, interoperability, customer collaboration, and effectiveness of electronic data and telecommunications. For the longer term, the establishment and use of a single customer profile database will enhance operations by reducing duplicative efforts and ensuring that all services and agencies have the same information for the same customers. DoD plans to use customer information as a strategic asset in improving our contributions to readiness.

#### *2.2.1 Washington Headquarters Service*

*Information Technology (IT) Accessibility* - Currently there are over 300 forms on the DIOR web site that are IT accessible. The Forms Management Program is enhancing the fillable Adobe Acrobat forms to meet the accessibility guidelines required by Section 508 of the Rehabilitation Act, as amended. This initiative will enable persons with disabilities, who use “text to speech” readers, to hear, fill in, and print electronic forms. This enhancement should be completed by May 2002.

#### *2.2.2 Under Secretary of Defense, Personnel & Readiness (USD(P&R))*

The on-line training initiatives now available have made training far more accessible to both military and civilian personnel and have made it possible for personnel to take courses that once required several weeks of travel to complete. The Advanced Distributed Learning Initiative, which is primarily available to DoD employees, significantly reduces paper and paperwork in several ways. It permits electronic transcripts, applications and payment for education and training. It features electronic class materials, electronic books and digital laboratory experimentation all in lieu of traditional paper products. It incorporates paperless

homework assignments, tests and other performance indicators. Applied over the 30,000 courses that DoD owns and operates, ADLI is saving thousands of man-hours and millions of dollars of the traditional copying and distribution of paper that marked the old way of education and training. Additionally, it is allowing customers access to training that may otherwise be difficult to complete because of travel and time constraints, and it is ensuring that customers have training tailored to their specific needs.

## **2.3 Supply Chain Management (SCM)**

The logistics community has united in purpose to establish a vision that will promote a fully integrated supply chain to ensure that products and services efficiently meet the needs of a joint warfighting force. The Deputy Under Secretary of Defense (Logistics & Materiel Readiness) (DUSD (L&MR)) serves as the principal advisor to the Under Secretary of Defense (Acquisition, Technology, and Logistics) for policy and oversight of the military departments' logistics activities. The DUSD (L&MR) has organized to emphasize support of logistics transformation by (1) refocusing the supply policy group toward a more global supply chain integration mission and elevating DUSD (L&MR) to a Senate-confirmed position in the FY2000 National Defense Authorization Act; (2) accelerating the adoption of the concepts of supply chain integration by sponsoring management forums and education opportunities, including the first ever DoD Supply Chain Operations Reference (SCOR) Model. In partnership with the Supply Chain Council, Navy is prototyping the benchmarking of DoD logistics performance and DoD is developing modifications to the SCOR Model to address maintenance, repair, and overhaul. CRM examples include:

### *2.3.1 Supply Chain Operations Reference Model*

Several DoD logistics organizations have adopted the Supply Chain Operations Reference (SCOR) model as a primary process analysis tool to assist in implementation of the supply chain management concept. SCOR is a process model frequently used to describe a supply chain to make it understandable. The industry Supply Chain Council created the SCOR model to allow organizations to communicate using common terminology and standard descriptions; leverage metrics and benchmarking to determine performance goals, set priorities, and quantify the benefits of process changes; understand the practices yielding the best performance; understand the supply chain management process, and evaluate overall performance; and to identify the best software tools for their process requirements.

### *2.3.2 Logistics Architecture*

To achieve the DoD Logistics Strategic Plan goals, DUSD (L&MR) established the Assistant Deputy Under Secretary of Defense (Logistics Architecture) in November 1999. The primary mission of the Logistics Architect is to design and guide implementation of a logistics system that inherently meets the operational requirements of *Joint Vision 2010*. As such, the Logistics Architect effort encompasses performance requirements, processes, capital infrastructure, organizations and force structure, industrial base, and information systems. During the first year of operation, the logistics architecture effort focused on assembling and assessing operational requirements, preparing a preliminary operational architecture, and coordinating the

preliminary architecture with the Joint Staff, Services, Defense Logistics Agency (DLA), and the CINCs.

The DLA transformation process model leverages DLA and commercial strengths to best support *Joint Vision 2010* and future warfighting concepts and requirements. DLA's value-added contribution to DoD lies in its ability to integrate the supply chain. This integration is achieved as DLA buys commercial supply chains where they exist, build virtual chains where the pieces exist, retool acquisitions consistent with the supplier base, and integrate the organic supply chain when it must be used. The agency's initiatives, such as electronic commerce, E-Mall, Prime Vendor/Virtual Prime Vendor, corporate contracts, long-term contracts, vendor-managed inventory, competitive sourcing, and joint ventures, are the tools DLA uses to achieve supply chain integration.

### 2.3.3 *Department of the Air Force*

The Air Force is implementing supply chain management by using the Supply Asset Tracking System, Adopting Commercial Electronic Data Interchange (EDI) for Air Force Logistics, EMail, and iGATM (Global Air Traffic Management). The first initiative, Adopting Commercial EDI for AF Logistics, addresses the Air Force plans and implementation of commercial EDI and other emerging technologies as directed by DoD Directive 8190.1, DoD Logistics Use of Electronic Data Interchange (EDI) Standards. Use of commercial standards for data exchange provides a strong basis to ensure interoperability of supply systems both within the Department of Defense and civilian supply sources. The increasing use of electronic business (eliminating slow and costly manual processes) and direct supply support from commercial vendors necessitates the need for rapid and seamless interoperability engendered by commercial data exchange standards. The growth of the global marketplace also demands the need for interoperable and internationally recognized data transfer standards across national boundaries.

The EMail established by the Joint Electronic Commerce Program Office (JECPO) (now known as the Defense eBusiness Program Office (DEBPO)) established a single point and search capability for all Internet-based DoD electronic catalogs. Customers can purchase both products and services via one of three electronic "corridors": commodities, information technology, and services/construction. Military Services and Defense Agencies field "stores" along these corridors. Once fully deployed, EMail will provide one-stop visibility for ordering as well as status of the orders. Use of pre-completed, pre-priced contracts plus use of the Purchase card for orders less than \$25K significantly reduces time needed to obtain supply items.

The Supply Asset Tracking System (SATS) is a front-end processor application to the Standard Base Supply System that tracks all assets in base supply in a real time mode. The use of the smart card for electronic confirmation reduces the amount of paper documentation previously required in the delivery process at the base supply level. A labor intensive and error prone process was greatly improved via the use of this technology.

iGATM ([www.igatm.com](http://www.igatm.com)) is an interactive, web-based Enterprise Integration Management system providing 24x7 access to Global Air Traffic Management (GATM)

processes and knowledge centers. It is the GATM System Program Office's (SPO) next generation integrated digital environment (IDE), replacing pagemasters, manual updates, and static pages with customer-accessible, dynamic, collaborative workspaces. It is the application of electronic commerce/electronic business principles to GATM. The iGATM infrastructure is built on commercial applications including the Oracle database and Livelink Document Management System. Electronic Ordering System (EOS) includes a custom product catalog and shopping cart capable of handling matrix pricing, quantity price discounts, multi-address and multi-date delivery schedules, and order collaboration. These functions are not available in commercial shopping carts but are a common requirement for DoD contracts. When complete, the EOS will track delivery order fulfillment, 10-year warranty coverage, retrofits/upgrades, and Service Bulletin impact.

The services and agencies that comprise DoD are on the forefront of SCM implementation. All DoD services and agencies are focused on streamlining their business processes to get products and services to customers quickly and accurately, any time, any place. The use of electronic technologies and transactions is allowing DoD to realize the efficiencies of supply chain management and streamlined business processes.

## **2.4 Enterprise Information Management**

DoD actively applies enterprise information management precepts throughout the DoD CIO community. Management initiatives are generated by the Secretary's Defense Transformation Office and his Business Initiatives Council. Governance is provided by policy directives, with oversight accomplished through the DoD CIO, the CIO Executive Body and the Electronic Business Board of Directors.

Department policy places emphasis on information management and requires that accurate and consistent information shall be made available to decision-makers expeditiously to effectively execute DoD missions. The need for the creation and availability of information is determined by the function supported. Further, data and information are considered enterprise assets structured to enable full interoperability and integration across DoD activities.

A disciplined life-cycle approach is used to manage information systems from inception to discontinuance. This approach provides an engineering structure, assures functional user involvement and assures oversight at key decision points. Information systems are based on transformed functional processes, justified on sound business principles with security, integrity and survivability being an integral part of all functional processes.

These information systems are planned, acquired, developed and implemented from a DoD-wide perspective to ensure consistency of information and process in and across functional areas. Enterprise wide applications have been fielded across all of DoD as well as within the Military Departments and Defense Agencies. Cross-functional integration is a key aspect of this and the Department is now moving towards taking an end-to-end process view of enterprise applications. Procurement is one of the applications employing this approach.

This year, the DoD CIO published a Business Transformation Toolkit. This Toolkit serves as an action-oriented handbook containing procedures, guidelines, methodologies, frameworks and tools to lead and manage the business transformation efforts with the DoD. The toolkit provides a consolidated, easy to use, guide and reference to help organizations within the DoD understand how to transform their business processes.

Defense Logistics Agency (DLA)

The BSM (Business Systems Modernization) acquisition will replace 30-year-old legacy material management systems with Commercial-Off-the-Shelf systems. This modernization enables DLA to reengineer by fielding best practices, improve customer service by collaborating with customers and suppliers, and provide training. This acquisition, when fully implemented, will meet or fully exceed all intents of GPEA, as well as other top-level initiatives such as End-to-End Procurement/Financial Process, and Paperless Contracting.

BSM is the IT foundation which will allow the DLA to fully implement electronic business, web-based technologies, and an IDE, as well as other innovations to be compliant with the Joint Technical Architecture and the data exchange standards (e.g., ANSI X.12, XML, etc.) necessary for DLA to interoperate with its customers and suppliers.

DLA's approach is to develop and implement a Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR)-based, Agency-wide enterprise architecture through implementation of six baselines during BSM. The six baselines are BSM, Fuels Automated System (FAS), Distribution Standard System (DSS), CRM, Distribution Planning Management Systems (DPMS), and Cataloging Reengineering System (CRS). Other systems are to be determined.

### ***3.0 Using Information Technology (IT) and Online Processes to Unify and Simplify Transactions***

As mentioned previously, DoD is moving towards Unifying and Simplifying Processes through the exploitation of electronic business technologies. By providing single point-of-entry access through portals and collaboration tools to share information, DoD is using information technology to streamline its electronic government transactions and attain the goals set forth by GPEA. The Department is very active in transforming processes and developing enterprise applications, which enable the discontinuance of legacy systems.

## **4.0 Ensuring the Most Beneficial Projects are Prioritized for Implementation**

The DoD Planning, Programming and Budgeting System (PPBS) serves as the sole vehicle for resourcing all projects, to include GPEA/E-Gov, IT and weapons systems. The PPBS provides for a progressive buildup and structured review of initiatives.

Each Military Department and Defense Agency identifies each of its candidate requirements and then internally prioritizes or bands those needs and then determines the extent, if any, of fiscal resources to be applied. Identification IT related projects is normally done in conjunction with the Chief Information Officer (CIO) and prioritization is assisted through analysis of the associated need and business case (economic analysis) as presented and defended by the functional sponsor. The business case should present a clear analysis of alternatives and associated costs and benefits. An associated Return on Investment (ROI) is computed based on the economic analysis.

The requirements are then summarized at the major program and Department/Agency level and is submitted to the DoD Comptroller as their Department/Agencies Budget Estimate Submission. The DoD Comptroller executes a formal review process of each budget submit and recommends to the Secretary of Defense appropriate funding profiles for those submissions. The Secretary then forwards his approved budget to OMB to as part of the President's Budget submission.

### *4.1.1 Under Secretary of Defense, Personnel & Readiness (USD(P&R))*

The OUSD (P&R) Strategic Plan, which has been coordinated with the senior management within P&R, identifies the mission, and the major goals that support the Department of Defense mission. P&R's mission and goals reflect the recognition that people are central to mission accomplishment. The Strategic Plan represents the priorities of the USD (P&R) and serves as the guidepost for implementation of initiatives.

## **4.2 Net Benefit**

The determination of net benefit is not accomplished in summary at the Department level but at the Military Department/Agency level in compliance with the DoD management approach of decentralized execution. However, the Department does selectively review initiatives that have a high potential for cross-functional integration, that apply across more than one Service or Agency, or that present unusual opportunities or benefits.

Initiatives selected for resourcing are required by DoD policy to be supported by a business case or economic analysis, which clearly presents the alternatives and associated benefits. DoD IT policy requires that "IS development or modernization shall be based on sound business principles, incorporating the evaluation of costs and benefits to include the satisfaction of mission requirements; and consistency with life-cycle management policies and procedures." The Principal Staff Assistants are required, as appropriate, to ensure preparation and validation of economic analyses.

In general, the most beneficial initiatives are those that are cross-functional, fulfill end-to-end processes and are applicable across the DoD enterprise. Examples include those initiatives that integrate procurement, logistics and payment, as well as those that integrate health services, logistics, vendors and payments. Impractical initiatives are eliminated through the PPBS process and analysis presented in rigid business cases. Examples include:

#### 4.2.1 *Under Secretary of Defense, Personnel & Readiness (USD(P&R))*

The primary Military Health System/TRICARE information collections subject to and targeted for electronic commerce are: 1) The CHAMPUS Claim Form-Patient's Request for Medical Payment, 2) The Health Insurance Claim Form, HCFA 1450, and the Health Insurance Claim Form, HCFA 1500. Collectively these requirements represent 94% of the OASD (HA)/TMA respondent population and information collection inventory or burden.

#### 4.2.2 *Defense Logistics Agency*

The initiatives that have the highest net benefit are identified by a review of the planned contribution to mission outcome and, ultimately, through a post-investment analysis of the results of the initiative. Enterprise resource planning systems such as BSM will provide the greatest contribution to mission outcome of any of the initiatives currently in the IT portfolios. Other initiatives such as FAS, IDE, and CRS will also significantly contribute to mission outcome.

### **4.3 Non-practicable Initiatives**

As DoD attempts to support the goals and objectives of GPEA but there are some initiatives that are not practicable for the Department to implement. Some examples are one-time forms or surveys, transactions where it is not practical or cost-effective and transactions where the chances for fraud increases drastically. Some examples from the Under Secretary of Defense, Personnel & Readiness (USD (P&R)) examples are:

- *Defense Commissary Agency* – The Defense Commissary Agency (DeCA) has surveys, such as the Commissary Customer Service Survey and the Commissary Evaluation and Utility Survey, which are one-time requirements only and are not practical for automation since commissary patrons are greeted at the checkout lines and asked to participate. If the patron does not want to participate the surveyor goes to the next person in line.
- *OUSD (P&R) Legal Policy* – The Board for Corrections of Military Records (BCMR) and the Discharge Review Boards (DRB) for the Military Departments have addressed 2 issues which may prevent or delay full implementation. They are responsible for maintaining the DD Form 149 and DD Form DD Form 293 submission processes respectively, and are working on a joint web site where individuals can obtain and complete their application for a review of their discharge or alleged injustice or error in their military record. The goal is to be able to have respondents forward their application and all supporting documentation via the Web. In order for applicants to submit DD Form 149 (Application for Correction of



Military Record under the Provisions of title 10, U.S. Code, Section 1552) or DD Form 149 (Application for review of Discharge or Dismissal from the Armed Forces of the United States) most applicants will need to scan in supporting documentation to support their request for a change of their discharge or correction to their military record. This puts an excessive burden on the public. Second, the creation and maintenance of one web site for the BCMR and the DRB will require additional funding that thus far has not been identified.

- *Military Community and Family Policy* – It is not practicable to automate forms such as the DD Form 2168, “Application for Discharge of Member or Survivor of Member Group Certified to Have Performed Active Duty with the United States Army.” The Service representatives determined that it would not be beneficial to the government for the members of the public to submit this form on-line with an electronic signature, since there would be more chances of fraudulent claims being filed. In addition, each form must be accompanied by supporting documentation to verify benefits eligibility. Submittal by mail is the best-proven method for each Service to process these claims.
- *Compensation* – It is not practical or cost-effective to make DD Form 2769, “Application for Annuity-Certain Military Surviving Spouses” paperless. The small population serviced with this form is well aged and unfamiliar with technology. In addition, this program is likely to be complete by 2007 based on current life expectancy estimates.

#### **4.4 Cross-Cutting Barriers to Implementation**

Within DoD, services and agencies encounter differing barriers to implementing the requirements of the GPEA. Most of these barriers are overcome by various boards and working groups established to resolve electronic business related issues, such as the DoD Electronic Business Board of Directors. In some cases, services and agencies are able to overcome the barriers within their own organizations.

In most of our services and agencies, collections are managed by different commands, agencies, or functional proponents. Their business processes are not linked or related to each other. In situations such as these, different process owners assign their own priorities to the data collection. Other barriers to implementing GPEA include the always present competition for limited resources within the IT community. There are always more projects than funds.

The competing goals of accessibility and security require that precautions be taken with automated transactions—especially over the Internet. Paperwork reduction is dependent, in large part, on our ability to engage in trusted business with our trading partners. Trusted business, in turn, is dependent on the implementation of a Public Key Infrastructure and the use of digital signature. Trusted business will eliminate the remaining security barriers to the electronic submission of claims for contract payments, the area that remains the most paperbound in the contracting process. We must ensure that we protect against fraud and ensure the security of the data and information utilized in electronic business processes and transactions.

The Department has established policies that set forth timelines and criteria for both PKI and PKE. Additionally, the Department indicated that electronic claims for payment would be

implemented fully by October 1, 2002 in its June 2001 E-Invoicing Report to Congress. In furtherance of paperless processing with external partners, the Department is working with the Government Services Agency (GSA) to adapt the ACES Certificate for use in DoD eBusiness processes, replacing the DoD Interim External Certificate Authority (IECA). Similarly, DoD is working to join the Federal Bridge, which will allow cross-acceptance of Certificates among participating Federal Agencies.

Crosscutting barriers to implementation primarily center around three practices. Functional entities must now focus first on doing a quality mission needs assessments and then begin working with the IT individuals to identify a solution. Often in the past, IT solutions were identified before a thorough review of the mission requirements was completed. Second, the shift to enterprise management and view of IT investments from the traditional local activity authority perspective is a major cultural shift. Third, implementation of Federally acceptable digital signature remains an issue.

## **5.0 Project Schedules**

There are no priority projects at present that are reported behind schedule. Agencies and services have various methods and processes in place to ensure that their programs are baselined, tracked, and implemented within acceptable cost, schedule, and performance variances through day-to-day interaction, status reporting, and In-Process-Reviews. Success is measured by the contribution of each program toward desired mission outcomes in terms of savings, cost avoidance, cycle times, efficiency, and effectiveness.

### ***Department of Defense GPEA Point of Contact***

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